

24 January 1957

MEMORANDUM FOR: The Record

SUBJECT : Junior Officer Trainee Recruitment Effort

SYNOPSIS

The following report is based on a two-week recruiting effort at the major academic institutions in the State of California. It covers the current situation, calling attention to the abilities of the full-time recruiter and the tremendous geographical area for which he is responsible. High lights of the recruiting techniques of other government agencies and private enterprise are discussed. Suggestions are then made as to how we may increase our EOD's in the Junior Officer Trainee program. These suggestions include a more overt approach coupled with a long range effort, earlier contact with students, consultants more advantageously placed and finally a consideration of the balance between security and efficiency factors in any operation. The report concludes with realistic statements to the effect that the situation, though a difficult one, can be handily met and that we should be wary of recruiting all of our Junior Officers from the same geographical and academic areas.



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INTRODUCTION

1. The following report is based on a survey of the major schools of higher education in the State of California. The purpose of this survey was to contact and recruit personnel for the Junior Officer Training Program. Some thirteen days from 5 through 18 December 1956 were utilized in visiting the University of California in Los Angeles, the University of Southern California, Stanford University, and the University of California.

2. Contact was made with the full-time recruiter in this area, but our mutual concern was only with the JOT Program. Thus, any following comments will have a direct bearing on this particular program and not on the over-all recruitment effort of CIA. It must also be borne in mind while reading this report that the suggestions made are based on the assumption that a heavy emphasis be placed on recruiting personnel for the JOT Program.

SITUATION

1. In discussing the current situation in California, it is felt that a comment should be made regarding the full-time California recruiter, [redacted] was found to be a highly flexible, well organized, thoroughly competent recruiter who knows the requirements of recruiting in general and specifically what is required for the JOT Program. His standards are high and his interviewing techniques are commendable. The geographical territory for which [redacted] has responsibility is tremendous. A very large percentage of his time is spent in transportation. Time certainly being of the essence in our recruiting effort, a close look might be given to the advisability of temporary assistance, by the same person, from time to time.

2. Since there is an apparent dearth of potential, it might be of interest to determine why contact, much less recruitment of qualified University material, has been so difficult. This organization is in competition not only with other government organizations but with private enterprise. This competition for the "cream" of the graduating class is

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intense and conducted on a long-range scale. As an example, on the evening of 27 December 1956, Lowell Thomas, the noted news analyst and commentator, made a very interesting "pitch" for the State Department on his evening news broadcast. He began by discussing the recent changes of high level State Department personnel and then spent some five minutes talking to the youth of the nation, telling them what is required of a State Department employee, subjects to study, physical requirements, etc. and concluded by discussing all of the facets and benefits to be derived from becoming a member of this particular government agency. This type of approach, national advertising, is being utilized by all private enterprise. They are able to make a serious overt effort at every school of their interest and are in a position to thoroughly explain and exploit all of the benefits and advantages of their particular organization.

3. Due to the security concept we are not in this enviable position and are primarily meeting our requirements through the use of consultants. It was in this field that a certain weakness seemed to be in evidence. The consultants that were met were found to be highly personable professors, but they are not in a position to make the necessary contacts for our particular program. As an example, [redacted] is a geographer, apparently an alert and highly motivated individual, but he makes few if any contacts with the type of individual with whom we are concerned. At the [redacted] is an instructor in the field of English. Again, although quite possibly more contacts are made, still not with those students majoring in the fields that channel them in our direction. In talking with these consultants some interesting facts were forthcoming. One outstanding statement was the concern that the youth of today has in working for the government due to the feeling of insecurity; always the question of being riffed. Secondly, the financial compensation that we offer EOD's does not begin to meet that offered by private enterprise. Thirdly, the clandestine life and lack of prior job information assuredly do not work to our benefit.

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SUGGESTIONS

1. Since we are met with some rather obvious problems in recruiting the type of personnel that our organization demands for its JOT Program, it is quite probable that certain of our old techniques might be revised. The Central Intelligence Agency is an overt governmental organization, and we certainly do not have to try to conceal the fact that we exist. Thus, it is felt that an overt approach could well be utilized in intensifying our recruitment effort. This approach could be exemplified by sending qualified public speakers to the schools of interest and openly contacting groups. Naturally, it would have to be known that a member of the intelligence community was on campus to discuss with those interested students a career in intelligence. You do not necessarily have to identify this particular individual with the CIA. This individual could stimulate an interest in a field that many students are not even aware exists. Naturally, a follow-up of this

type of contact would be necessary. Recruiters should be on campus at this time to discuss in more detail the various benefits of working in the intelligence community.

2. California is a state of junior colleges. From the long-range point of view, we should begin to cultivate the student from the day of entrance into the field of higher education. Private enterprise literally ties up large numbers of students in their sophomore years. Thus, they are able to assist the student in a choice of not only subjects but fields of major interests. There is no reason why this organization could not indicate that certain academic backgrounds might well be of an advantage to a member of the intelligence community. Discretion would be called for in contacting students not yet ready to EOD. It would have to be made quite clear that no direct interest, promises, nor commitments were being made at that time.

3. Unquestionably, the matter of proper consultants has been given a great deal of thought. It is recommended, however, that a concentrated effort be made to obtain consultants who are directly connected with the colleges, schools and departments of those particular fields which might be more appealing to our organization; such subjects of major interest as Political Science, International Relations, Sociology, and History. As an additional approach to the matter of consultants, it is recommended that we do not overlook the members of the athletic department. The coaches have contact with students across the board. They know many students, and it is a simple matter for them to determine grade average and area of major interest. This is not a suggestion that we recruit the professional athlete. By adhering to the standards already established it is felt that a large number of contacts could be initiated through the utilization of members of the athletic department.

4. In reading the above suggestions it is entirely conceivable that the matter of security will arise. Security must be maintained at all costs in any operation, but there is always a realistic balance between security and efficiency. If we are to obtain or even contact the particular type of student that we desire, much less recruit him, then a highly realistic view need be taken of the inherent security factors. I refer in particular to the situation which now exists at



5. Finally, it is felt that these suggestions should be considered as a package, not as separate entities. In many recruiting instances pressure can indeed be an asset. Some pressure in the afore mentioned schools would certainly work to our benefit.

CONCLUSION

1. If the point has not yet been made that the situation in California is difficult, then a direct statement to that effect is in order here; certainly not insurmountable, but certainly difficult. There is a tremendous pool in that area, but its tapping will necessitate some hard work.

2. The suggestions made are not refined nor are they carried out to the last phases of implementation. However, it is felt that they do give a frame of reference for further thinking.

3. To recruit all, or the majority, of our Junior Officers from the same geographical and academic area is a serious mistake, and the result may well be felt for years to come. Thus, serious consideration should be given to exploiting our Far Western potential.



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